

SECTION 1: PRIORITY OUTCOME

AN INNOVATIVE GOVERNMENT

The capability of a government to effectively provide customer friendly and efficient performance of internal business functions has a direct impact on all agencies' ability to deliver services to the public.

This Priority Outcome is unique in the sense that it both defines expectations and criteria for internal support functions such as Finance, Human Resources, MOIT, and General Services, as well as provides a lens through which all services (i.e., those that impact citizens directly) should be viewed.

An innovative government...

- Adopts organizational change and encourages employee feedback and ideas to create more effective processes while reducing costs.
- Utilizes technology and best practices to streamline processes to directly impact employee and citizen satisfaction.
- Leverages public and private partnerships to assist in service delivery and provide additional funding and opportunities to enhance the City.
- Constantly re-evaluates and refines its internal business functions to directly impact all agencies' abilities to deliver services more efficiently and effectively.
- Encourages customer friendly service that is responsive, professional and provides opportunities to deliver consistent feedback.

SECTION 2: SMART GOALS

The following five Goals will be used to assist in monitoring progress on this Priority Outcome.

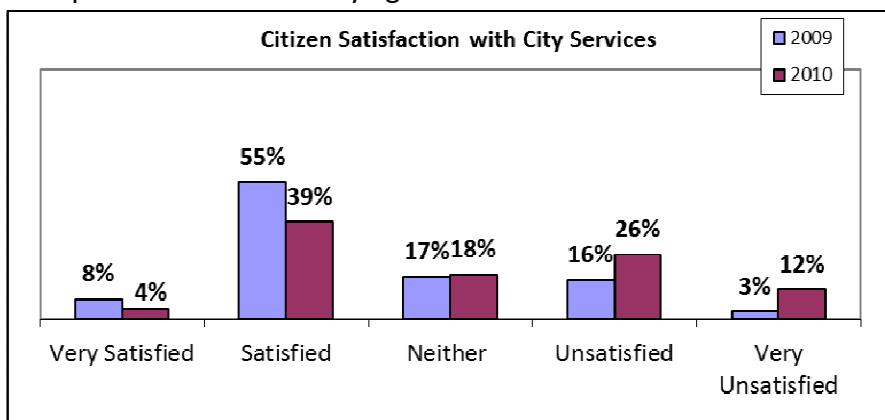
- 1. Increase the percentage of City employees trained in areas that directly impact their work.**
Proposals should include a strong focus on enhancing employee training and education opportunities. There will be a number of indicators to track and monitor movement on this goal; however, these measures are still being developed. The following provide an indication of performance indicators that may be used to measure progress on this Goal:
 - Number of workplace injuries
 - Percentage of supervisors successfully completing supervisory training
 - Percentage of performance evaluations and work plans completed on-time
 - Number of workplace violence incidents
 - Number of customer complaints
 - Percentage of employees with the highest certification in their field

Agencies should include in their proposals, other measures that may be adopted to measure progress on this Goal. The indicator(s) for this Goal is under development.

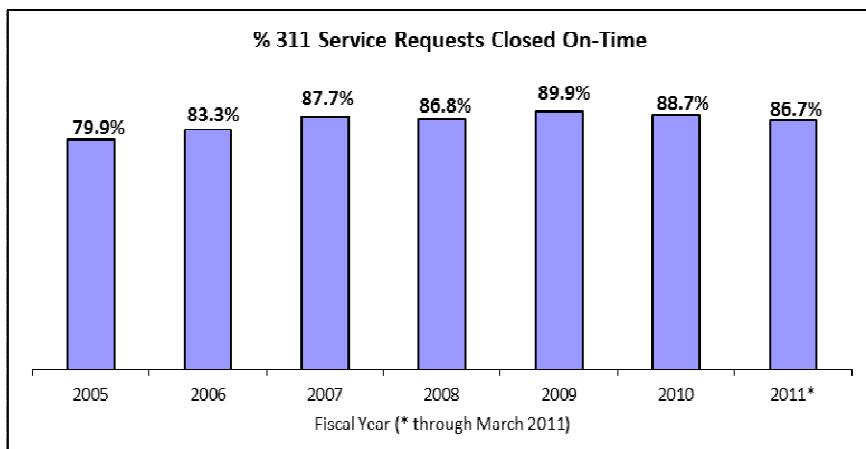
2. Increase the percentage of internal and external customers very satisfied with City services and business functions.

The Baltimore Citizen Survey asks: Overall, how satisfied would you say you are with the quality of services that Baltimore City provides? In 2010, there is a decrease in the percentage of customers satisfied and very satisfied and the percentage of 311 service requests closed on-time has also decreased slightly.

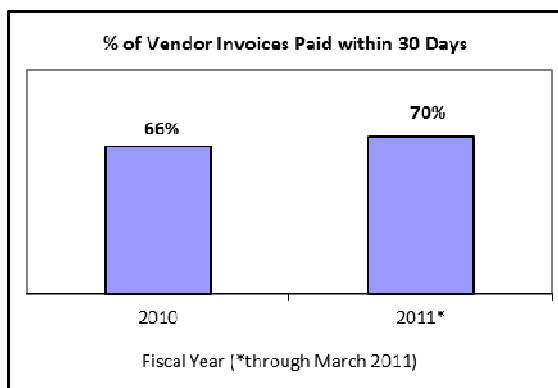
Proposals should include methods to establish a baseline for measuring the performance of services provided between city agencies.



Source: Baltimore Citizen Survey 2009 & 2010

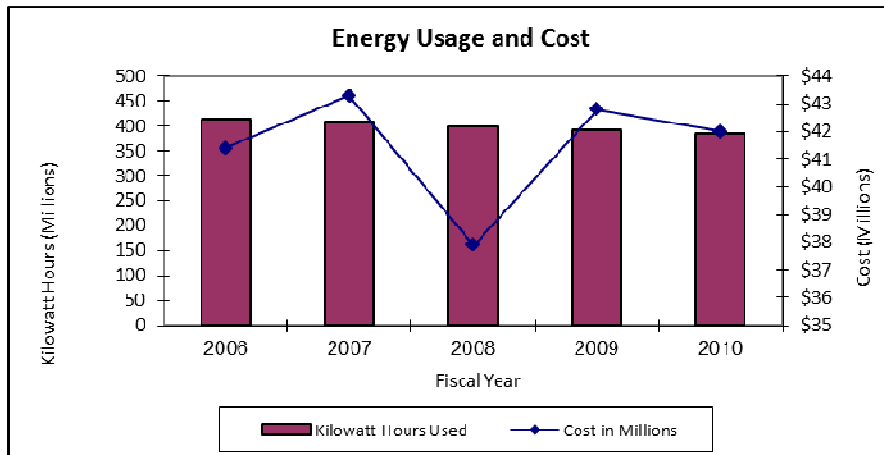


Source: Mayor's Office of Information Technology, CitiTrack System

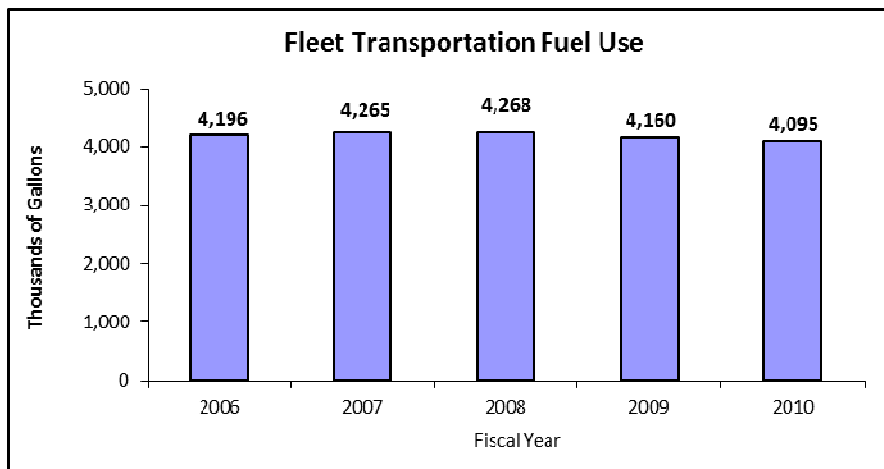


Source: Baltimore City Department of Finance

3. Reduce the City's Energy Costs



Source: Baltimore Department of General Services



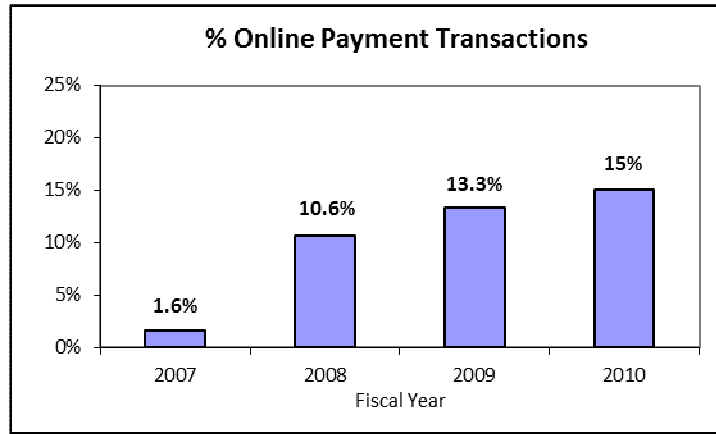
Source: Baltimore Department of General Services

4. Reduce the City's Space Utilization Costs

The Department of General Services is currently finalizing an analysis to determine the appropriate performance indicators to track progress on this goal but preliminary measures may include a.) total square footage, b.) cost per square foot and 3.) revenue generated from leased properties. Indicators are under development for this Goal.

5. Increase citizens' accessibility to City services

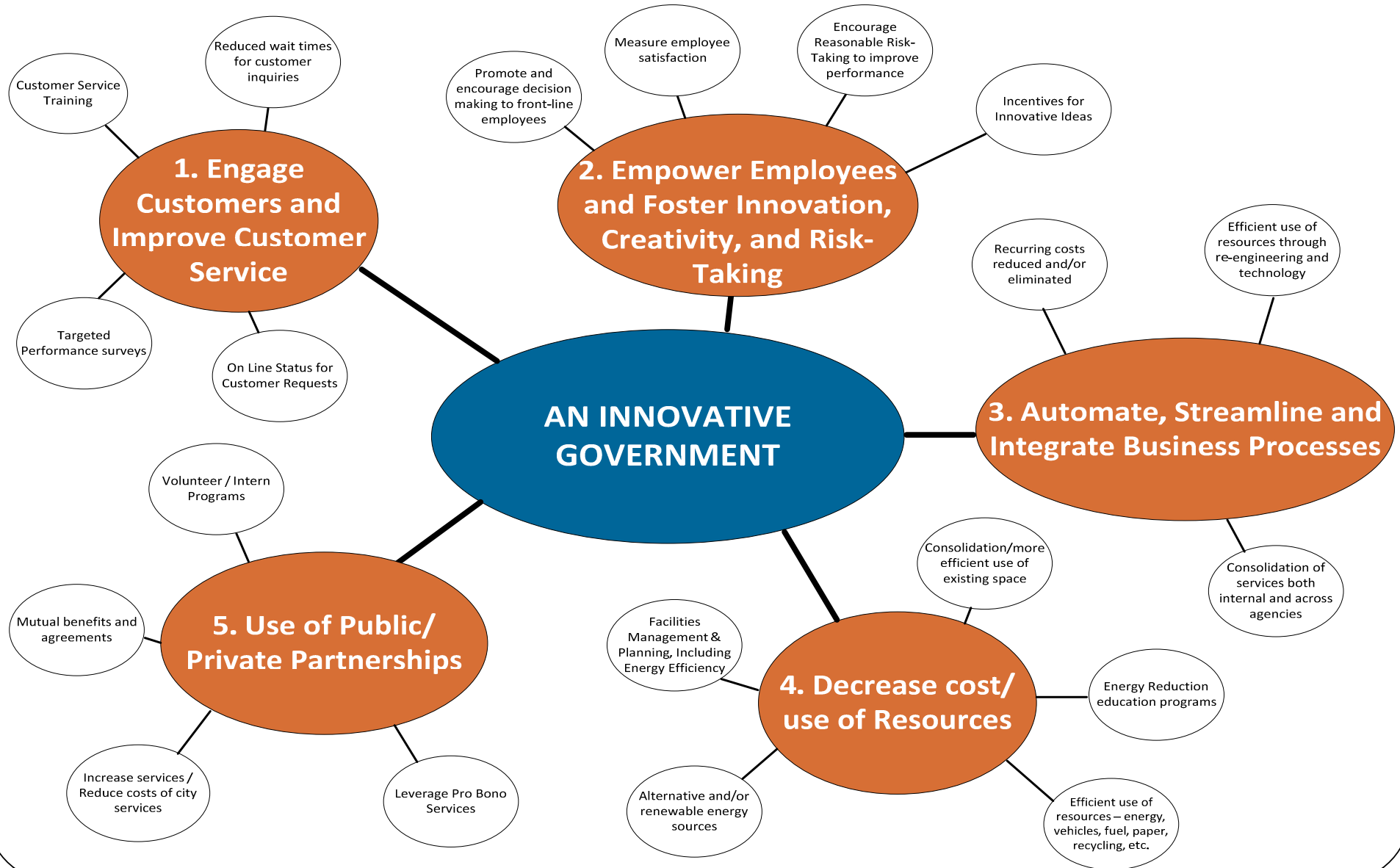
Accessibility to City services should be measured by the percentage of services currently available, as well as the usage of these services. There is no specific performance indicator at this time to measure progress on this goal. However, the percentage of online payment transactions is one indicator that may be used. Another is the percent of services available online. Your proposal should include performance measures to track progress on this Goal.



Source: Baltimore City Department of Finance

SECTION 3: CAUSE-AND-EFFECT MAP

CREATING AN INNOVATIVE GOVERNMENT



SECTION 4: SUGGESTED STRATEGIES

The Innovative Government Priority Outcome provides a broad opportunity for creativity and innovation. This guidance document includes five SMART Goals that significantly contribute to the City of Baltimore being an Innovative Government. Proposals do not have to be restricted to these Goals, but must demonstrate a priority to contribute to these goals, where applicable. Submission of creative and innovative approaches that show significant benefit to City government will be considered on their own merit if they support the principles of an Innovative Government.

Proposals that illustrate the following general principles will receive favorable consideration for funding:

1. Better results for the same or fewer dollars,
2. Incremental investments that produce a dramatic improvement in results, and/or
3. Collaboration with other City agencies to reduce costs and maximize resources.

Strategy 1. Empower Employees and Foster Innovation, Creativity, and Risk-Taking

We seek proposals that outline how agencies will attract and retain talented employees by training and developing City employees to reach their full potential, and by rewarding customer-oriented performance. Proposals must include a strong focus on training and professional development strategies, which will enhance employees' abilities to provide quality services to both internal and external customers. Proposals should also include ways to support innovation, infuse competition, experiment and take reasonable risks to improve performance.

Investment in employees is essential, even if it means sacrifices elsewhere in the budget. Well devised training programs serve to reward employees, assist in improving customer satisfaction, decrease workplace violence and injuries, and generally improve employee morale.

No "sacred cows" should exist with respect to current functions within the City. Agencies should not be limited in submitting ideas merely because current laws, resources, City regulations, and policies do not support the innovation. If your proposal would be best supported by change in current laws, City regulations, resource allocation and policies, include supporting recommendations and benefits as well.

Agencies should consider, for example:

- Programs that increase the number of City employees who benefit from professional development and growth opportunities in key areas such as writing, supervision and leadership, computer software, workplace safety, and customer service
- Pushing decision-making down from managers to front-line employees, giving them the authority and flexibility to deliver great customer service, and then holding them accountable for results

- Development of creative employee incentives and/or performance-based compensation programs (i.e. incentive programs may reward employees who submit innovative ideas that are subsequently adopted by the Mayor)
- Making resources available for responsible risk-taking, rewarding innovation, and building in learning experiences whenever we try something new to improve service or become more efficient

Strategy 2. Engage Customers and Improve Customer Service.

We seek proposals that explain how agencies will contribute to an overall 10% increase in the percentage of customers who are very satisfied with City services. Proposals should also show how agencies will engage customers to find out what results they want and what constitutes good service.

Customer should be defined broadly to include City employees, City agencies, citizens of Baltimore City, and other stakeholders who conduct business with the City of Baltimore. They should also demonstrate how agencies will become more transparent in documenting their work and results for customers. Where possible, internal and external customer awareness campaigns, and educational activities should be a strong component. For activities whose main purpose is ensuring compliance with rules, engage customers to determine best practices to make compliance less difficult.

Internal customer satisfaction is a new goal for Fiscal 2012. Therefore, proposals which specifically illustrate how internal customer satisfaction will be measured are strongly encouraged. Various agencies currently conduct surveys to evaluate internal customer satisfaction, but there is no method in place to capture feedback from all City employees.

Agencies should consider, for example:

- Creation of operating procedures and sharing of information that allow customers to understand techniques, timelines and expectations (i.e., real time updates to customers regarding status of service requests)
- Increased citizen and employee education and awareness campaigns
- Alternative methods for the City to increase communication and gather feedback from employees and customers (i.e., telephone, social networking tools, surveys, text messaging)
- Increased use of targeted performance surveys and focus-groups, such as “Innovative Think Tanks”, which encourage or include employee and citizen participation.
- Development and enhancement of customer service training which include exercises with real work scenarios
- Strategies that reduce customer wait times on customer telephone calls (i.e., enhancement and/or other options for the IVR system)
- Services that offer more conveniences for customers (e.g., providing one-stop centers, express service for simpler transactions or a higher fee, and choices in how to access services)
- Targeted performance initiatives that contribute to a city wide goal to increase the number of invoices paid within 30 days after receipt to 85% in Fiscal 2012.

Strategy 3. Automate, Streamline and Integrate Business Processes

We seek proposals that improve business processes through re-engineering, which increase the use of technology, and offer more City services on-line. Proposals should show how agencies will make more efficient use of resources and how to broaden service delivery options to customers, both citizens and employees. Broadening service delivery options to customers also includes ensuring customers have access to these new online services.

Agencies should consider, for example:

- Consolidation of internal call center functions to allow resources to be deployed elsewhere
- Creation of “one-stop” community service centers with on-line accessibility or electronic access to basic City services (i.e. payment and service kiosks in libraries, colleges and universities, alternative City service payment locations)
- Analyses of out dated services and technology with recommendations for consolidated plans that reduce costs but maintain or improve value
- Implementation of e-government services (e-procurement, online trainings, e-recruitment tools)
- Creation or better utilization of internal, on-line support tools (i.e. 311 Agency SRs with established duration times, electronic hiring/promotion applications or process, electronic approval systems, on-line SOPs, on-line “innovative bank” system)
- Integration of City databases to better leverage existing information

Strategy 4. Decrease costs of City resources by reducing price and usage of energy and space utilization

Proposals should explain how agencies can creatively reduce the City’s use of space, energy costs (price and/or usage) and other resources in order to reduce the City’s overhead expenses. We seek proposals that describe specific steps to be taken to impact city wide goals that support:

- An annual reduction of 5% in the City’s cost and usage of space for Fiscal 2012– Fiscal 2016
- A 10% reduction in the City’s energy costs in Fiscal 2012 and Fiscal 2013

Agencies should consider, for example:

- Education and incentive programs for employees (increased conservation measures such as turning off lights and appliances when leaving workspace, using the stairs instead of elevators when practicable)
- More efficient use of resources such as paper, space, real estate, vehicles, energy, and fuel (i.e. recycling programs, more energy efficient vehicles and equipment, telecommuting and alternative work schedules, use of teleconferencing)
- Consolidation of space to improve utilization
- Alternate ownership options of City space (leasing and sales options)

Strategy 5. Increase public and private partnerships to reduce costs and increase services

We seek proposals that show how agencies will make the most of internal and external resources. Where internal resources are limited or unavailable, agencies should demonstrate how they can utilize public and private partnerships to reduce the cost of existing services, increase the value of existing services, create new programs, and/or partner to develop solutions to problems and deficiencies. Proposals should illustrate measurable cost savings from the use of public and private partnerships.

Agencies should consider, for example:

- Developing partnerships with private and other public entities to fill staffing gaps within the City (e.g., an intern program with local universities in which interns can be utilized to fill staffing gaps in exchange for course credit or required service hours)
- Programs that offer opportunities to students or private individuals to create technology improvements (i.e., development of mobile phone applications and enhanced web options for 311 calls)
- Creative volunteer programs that target the assistance of retirees, private law firms, graduate students, and business leaders that have a vested interest in improving Baltimore City government
- Partnerships with local business groups to absorb and defray City operating expenses (i.e., donors who contributed funding to extend operation of swimming pool this past summer)
- Leveraging partnerships and pro bono services that provide expertise that may not be available in your agency or City government.
- Providing services through non-profit partners that can deliver results more cost-effectively and responsively.

SECTION 5: CRITERIA

Value. Proposals that demonstrate good value tell us what we can expect to be delivered per dollar spent. Value is a measure of both efficiency and the effectiveness of a service.

Strength of alignment with the Priority Outcome, Goals, and strategies.

Innovation. Innovative proposals demonstrate new solutions or the degree to which the service improves or re-engineers the way a service is currently delivered. Even high-value services as they currently are delivered have areas for improvement.

Multiple Priority Outcomes. We seek proposals that demonstrate the ability to address multiple priority outcomes concurrently.

Leverage. We seek proposals that demonstrate the ability to leverage other funds or resources for service delivery, and/or collaboration with other internal or external entities.

Evidence-based. We seek proposals that deliver a service that is proven effective through empirical data or professional best practices. This can be an agency's data gathered through CitiStat or some other performance measurement effort, or reliable data gathered from another government or private organization.

Part of a Strategic Plan. We seek proposals that advance an existing or emerging strategic plan. Strategic Plans outline clear goals and objectives with specific action items, funding sources, individual roles, and time lines. Examples include the Sustainability Plan, Comprehensive Master Plan, Ten Year Plan to End Homelessness, Birth Outcomes Plan, etc.

Customer Service Focus. We seek proposals that focus on providing excellent customer service. Think of customers broadly and to include internal customers, such other City agencies or City staff members, and external customers, including citizens, businesses, and other potential users of available City services.

Employee Engagement*. We seek proposals that demonstrate a commitment to: a) seek input from employees, b) incorporate training and leadership development, and c) provide a means for increasing employees' interest in outcomes.

**Unique to the Innovative Government Guidance Document*

The cause-effect map and strategies in this Guidance Document are supported by the following sources:

Australian Public Service Commission. *State of the Service Report: Working with Stakeholders and Moving to More Inclusive Government* (Chapter 11: Inclusive and Innovative Government, 2007 – 2008, www.apsc.gov.au/stateoftheservice/0708/eleven.htm)

Buckingham, Marcus, and Curt Coffman. *First, Break All the Rules: What the World's Greatest Managers Do Differently* (New York: Simon & Schuster, 2001).

Buckingham, Marcus, and Donald O. Clifton. *Now, Discover Your Strengths* (New York: Simon & Schuster, 1999).

Collins, James C. *Good to Great: Why Some Companies Make the Leap . . . and Others Don't* (New York: HarperCollins, 2001).

Donahue, John D., *The Warping of Government Work* (Cambridge: Harvard University Press, 2008).

Eggers, William D., and Stephen Goldsmith. *Governing by Network: The New Shape of Government* (Washington, DC: Brookings Institution Press, 2004).

Lofy, Dr. Chuck, and Dr. Mary Mead Lofy, with John Lofy. *Vitality: Igniting Your Organization's Spirit* (Menlo Park, CA: Crisp Publications, 2004).

Miller, Ken. *We Don't Make Widgets: Overcoming the Myths that Keep Government from Radically Improving* (Washington, D.C.: Governing Books, 2006).

Morley, Elaine, and Mary Kopczynski Winkler. *Grading the D.C. Scorecard* (Washington Times, January 22, 2001).

Osborne, David, and Ted Gaebler. *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector* (New York: Plume/Penguin, 1992).

Osborne, David, and Peter Hutchinson. *The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis* (New York: Basic Books, 2004).

Osborne, David, and Peter Plastrik. *Banishing Bureaucracy: The Five Strategies for Reinventing Government* (Reading, MA: Addison-Wesley, 1997).

Osborne, David, and Peter Plastrik. *The Reinventor's Fieldbook: Tools for Transforming Your Government* (San Francisco: Jossey-Bass, 2000).

Walters, Jonathan. *Measuring Up: Governing's Guide to Performance Measurement for Geniuses (and Other Public Managers)* (Washington, D.C.: Governing Books, 1998). (A new edition of this book, *Measuring Up 2.0*, is now available.)

Wauters, Patrick and Graham Colclough. *Online Availability of Public Services: How is Europe Progressing?* (Capgemini Consulting Technology and Outsourcing, 2006 Survey, http://ec.europa.eu/information_society/eeurope/i2010/docs/benchmarking/online_availability_2006.pdf)